

**Request for Proposals  
to Provide Regional Operator Services  
to the Regional Workforce Board for  
Indiana Region 5**

## **Purpose**

The purpose of this solicitation is to secure regional operator agent services for the Regional Workforce Board (RWB) of Region 5. The successful bidder will enter into negotiations for a two year contract with an optional one year extension at the discretion of the RWB.

The RWB is soliciting bids for a single entity to provide regional operator services for Region 5, which consists of the following counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby counties.

## **Funding**

The funding for these services will primarily come from Federal Workforce Investment Act, Title I funds awarded to the Region. Attachment A shows approximate Program Year 2005 WIA funding levels for the Region 5. While funding can fluctuate, Attachment A provides a reasonable guideline for expected funding levels.

## **Contract Negotiations**

Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the payment terms for those services. Costs and services will be negotiated based on information contained in this RFP and in the proposal(s) selected for contract negotiations.

## **Disclosure**

Respondents to this RFP should note that the contents of their response to this RFP or other information submitted to the RWB are subject to public release upon request, except those items specifically exempt from disclosure. All such proprietary or confidential material should be so marked.

## **Subcontracts**

Bidders may subcontract for all or part of the services to be provided, but the intentions to subcontract must clearly be stated in the response to this RFP. Any subcontracting not specifically specified in the proposal or in the contract must have RWB approval.

## **Proposal Format**

Proposals must be prepared and sequenced in accordance with the instructions outlined in this section. All referenced attachments are included in this packet.

When completed, proposals are to be assembled in the following manner:

- Proposal Cover Page (Attachment B)
- Table of Contents
- Organizational Section –
  1. Organization Name
  2. Organization Address
  3. Organization Telephone Number(s)
  4. Contact Person
  5. Length of Time in Business
  6. Chief Executive Officer
  7. A Statement indicating the intent of the organization to provide services described in this RFP
  8. Legal Status of the Bidding Entity
  9. Mission or Purpose of the Organization
- Bidders Background & Experience
  1. Description of the Purpose of the Organization
  2. Description of the Management and Structure of the Organization
  3. A Listing of Similar Services Provided – Names and Contacts
  4. Brief Resumes for Key Personnel that will Provide the Services
  5. Copies of Monitoring Reports and Audit Reports for the Past Two Years for Similar Services
- Plan of Service
  1. Detail the Plan for Providing Regional Operator Services.
  2. Services Provided on Site versus Off-Site – Provide Details.
  3. Services Provided not Specifically Required in the RFP.
  4. Regional Operator Staff Availability – Full Time versus Part Time – Provide Details.
- Budget/Cost – The costs will be evaluated using a dollar to dollar comparison. Bidders must use the attached Budget Estimate Worksheet identifying proposed costs.
- Non-Collusion Affidavit (Attachment C)
- Assurances and Certifications (Attachment D)

#### Exhibits

1. Budget Narrative and Budget Estimate Worksheet
2. Bidder's Annual Report/Financial Statement
3. Resumes of the Key Staff to be Involved
4. Organizational Charts
5. Recent Audits and Monitoring Reports from Similar Initiatives

Each section and exhibit must be clearly labeled.

Responses to this RFP must be typed in 12 point font on 8 ½" by 11" paper with no less than one inch margins. The proposals must be no longer than 30 pages in length not counting the exhibits.

Starting after the cover page and the table of contents, number each page at the bottom center using the format "page x of x". The completed attachments B, C, and D and Budget Estimate Worksheet from this RFP must be included with your proposal. The cover page, table of contents and these required attachments do not count as part of the maximum 30 pages.

Submittals must include an original and three (3) copies. The original must have original signatures in blue ink. In addition, an electronic copy of your proposal (using Microsoft Word) must be submitted to [rrampley@dwd.in.gov](mailto:rrampley@dwd.in.gov) by the submittal deadline, including Attachment B and the Budget Estimate Worksheet. Other exhibits and attachments need only be submitted in the hard copy versions.

### **Scope of Work**

The Regional Workforce Board (RWB) for Region 5 is publishing this Request for Proposal (RFP) to seek responses for a Regional Operator in Region 5 which consists of the following counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby counties. The selected respondent from among the proposals for funding will be a Regional Workforce Board contractor.

- Indiana has been divided into eleven Regional Workforce Service areas. Each area has a RWB that will be responsible for contracting and oversight of the delivery of workforce services in that geographic region.
- The Regional Operator will provide support services for the RWB and will provide operational oversight and management for the WorkOne offices in the region.
- Additional details on this structure are contained in Indiana's Strategic Two-Year Plan for the Workforce Investment Act and Wagner-Peyser Act. This document can be found at [http://www.in.gov/dwd/partners/stateplan\\_102105.pdf](http://www.in.gov/dwd/partners/stateplan_102105.pdf).

Eligible grantees for the Regional Operator include:

- Private or public not-for-profit organizations, including faith-based or community-based organizations.
- Private or public for-profit organizations or entities.

The Regional Operator **MAY NOT** provide workforce development services in the region in which they are the Regional Operator. The Regional Operator may provide such services in the regions where it is not the Regional Operator.

### **Time of contract:**

The period of the contact will be effective no later than July 1, 2006 through June 30, 2008. A one year extension may be granted by the Regional Workforce Board for exceptional performance.

**Key Dates:**

RFP Packet Available/Issue RFP	3:00 PM Friday March 24, 2006
Questions for Bidders Conference	4:30 PM Friday March 31, 2006
<b>Mandatory</b> Bidders Conference	2:00-3:00 PM Monday April 3, 2006
Response to Questions	5:00 PM Monday April 10, 2006
Proposal Deadline	4:00 PM Monday April 17, 2006
RFP Review Committee Meeting	1:00 PM Monday April 24, 2006
RWB Region 5 Board Meeting	9:00 AM Thursday April 27, 2006
Select Region 5 Operator	April 28, 2006 (anticipated date)
Regional Operator Service Begins	July 1, 2006

All times shown are Eastern Standard Time (EST) through April 1, 2006. All time shown after April 1, 2006 are Eastern Daylight Time (EDT). The RWB reserves the right to adjust the schedule when it is in the best interest of the RWB or to extend any published deadline in this RFP upon notification to those who have appeared at the Mandatory Bidders Conference.

The Mandatory Bidders Conference will be held on Monday, April 3, 2006 from 2:00 to 3:00 PM (EDT) at the following location:

Intelliplex Medical Arts Building  
Conference Room  
2451 Intelliplex Drive  
Shelbyville IN 46176

Any entity wishing to make a proposal for Regional Operator in Region 5 must attend this conference. In order to be able to answer questions that arise from this proposal, it is requested that any questions be submitted electronically prior to the Bidders Conference to Richard Rampley at [rrampley@dwd.in.gov](mailto:rrampley@dwd.in.gov). Deadline for submittal of questions to be considered at the Bidders Conference is Friday March 31 at 4:00 PM (EST). Answers to these questions and any questions asked at the Bidders Conference will be provided electronically by Monday April 10, 2006 to all attendees at the Bidders Conference.

**Proposal Submission:**

Proposals are to be addressed to:

Jeff Williams, Chair, Region 5  
ATTN: Richard Rampley  
WorkOne Bloomington  
450 South Landmark Avenue  
P. O. Box 3000  
Bloomington, IN 47402-3000

Proposals must be received no later than **April 17, 2006 at 4:00PM EDT**. One proposal with original signatures is required with three (3) copies. An electronic copy, as indicated above, must also be sent. It is the responsibility of the bidders to ensure delivery of the proposal by the required time and date.

## **Requirements for Regional Operator Proposals**

### ***Regional Operator Responsibilities***

Regional Operator responsibilities include:

- Serve as the “management company” for regional service delivery coordination in the WorkOne system, including both full service and Express sites. Be responsible for integrating service delivery in the WorkOne system in the region in accordance with federal and state legislation and regulations, state policy, and the Indiana Strategic State Plan. Programs include Workforce Investment Act Title I Adult, Dislocated Worker, Youth; Wagner- Peyser Act, Veterans employment and training programs, and Trade Adjustment Assistance. Other programs may be incorporated
- Ensure adherence of the system to state policies. Policies of the Indiana Department of Workforce Development may be found at [http://www.in.gov/dwd/partners/policy\\_search\\_index.html](http://www.in.gov/dwd/partners/policy_search_index.html)
- Provide staff support functions to the RWB. The RWB is a business-led, volunteer board that establishes policy and drives the area’s strategy for workforce development. Staff must provide proactive support to this board. Staff providing direct support functions to the RWB must be approved by the RWB, and cannot be changed by the Regional Operator without the RWB’s prior approval. Board support staff must be able to: 1) assist the RWB to think strategically regarding the development of a comprehensive workforce system and alignment of the workforce system with economic development; 2) assist the RWB to develop into a dynamic, cooperative, and positive team with high expectations; 3) develop a process that will actively engage the RWB members so they will see the value added and rewarding benefits of participating; 4) assist the RWB in developing and using an industry cluster approach to workforce and economic development policy and practice; and, 5) identify a strategic planning process that will produce short and long-term goals with visible action plans.
- Conduct research, analysis and strategic planning (or contract for same) to develop a community audit with annual updates and publication of a State of the Workforce report. To share the information with the public and gain insights for strategic planning, the Regional Operator will be expected to organize an annual Community Workforce Summit to inform the broadest segment of the regional community of the issues, challenges, and accomplishments of workforce development, economic development, and education. Strategies resulting from the research and summit and subsequent board planning are to be included in the region’s strategic plan of workforce investment, developed by the Regional Operator.

- Create a budget and cost allocation plan for the RWB 's approval, including budgeting for the work of the RWB.
- Implement solutions to skill shortages identified through the state's strategic skills initiative. Full information about the initiative may be found at <http://www.in.gov/dwd/employers/ssi.html>.
- Seek additional funding sources and partnering opportunities. Staff will be expected to go beyond basic one-stop system oversight and continually look for ways to strategically grow jobs, employment and personal income in Region 5. Staff must be able to form coalitions and partnerships to achieve these results.
- Assist in marketing the WorkOne system. The state will market the overall system, but the RWB will need to supplement and promote the efforts of the WorkOne system.
- Provide technical assistance to service providers, including the non-procured partners in the one-stop system.
- Receive, along with the RWB, technical assistance from Department of Workforce Development.
- Direct and coordinate the flow and delivery of services in the WorkOne system. While the Regional Operator directs the flow and functionally supervises the staff, no staff of the Regional Operator entity may provide WIA Title 1 core, intensive, or training services or other direct job seeker workforce services in the region where the entity is the Regional Operator.
- Provide participant reporting and data validation functions.
- Develop RFP's for service providers and oversee the evaluation and selection process with the approval of the RWB.
- Coordinate with the state selected fiscal agent concerning fiscal and financial reporting formats and processes.
- Perform duties identified for the one-stop operator in federal and state legislation, regulations, policies and procedures.
- Update and maintain the eligible training provider data. The state's eligible training provider policy may be found at <http://www.in.gov/dwd/partners/wia/1998-65-wiawtw.pdf>
- Perform other duties as determined by the RWB.

### ***Rating Criteria***

#### **Service Provision Planning (10 Points)**

The Regional Operator will be an instrumental component for the management of workforce services in the Regional WorkOne system and provide staff functions for the Regional Workforce Board.

- The integration of services and workflow for the WorkOne system are an integral part of Indiana's workforce system. Describe how a plan to fully integrate services for seamless service delivery will be developed. Currently all counties have a full service WorkOne or WorkOne Express. Describe how functional supervision, staff training, employer input, customer satisfaction surveys, etc. will be used. Include a plan describing the design of the customer flow of traffic, coordination of partner services, general room layout, and provide a timeline for implementation. Include in this plan how a continued presence in all counties would be maintained.
- Workforce Investment Act (WIA) service providers will be procured by the Regional Operator. The scope of work for WIA service provider RFP's must be provided to show the criteria, processes and timeline to be used for the selection of the WIA service providers.
- The applicant will describe how the plan for the procurement process for service providers will occur. Include how it will be determined who will receive notices of requests for proposals.
- The applicant will describe their capabilities to provide staff to the RWB similar to supportive functions provided to Workforce Investment Boards as described in WIA legislation. Include a plan indicating, at a minimum, where the staff support to the RWB would be located within the region (use of WorkOne or WorkOne Express is acceptable).

Scoring on this criterion will be based on the following:

- How service integration is addressed.
- How the flow of services is designed.
- The quality of the local procurement process for service providers, including reasonableness of the timeline.
- The comprehensiveness and quality of RWB staffing functions to be provided.

### **Integration/Coordination Planning (10 points)**

The Regional Operator will be directing and coordinating the delivery of workforce services in the WorkOne Centers and Express sites located in the region. With guidance from the State and RWB, the Regional Operator will integrate Wagner-Peyser, Workforce Investment Act, Veterans, and Trade Adjustment Services in the WorkOne Center and Express Offices. Additionally, the Regional Operator will also coordinate with the Partner Services available in the regional offices to ensure customers have access to the full array of services.

The applicant will:

- Describe the Regional Operator's vision for integration and coordination in the area.
- Describe the plan for the transition of counties (into or out of new regional areas) so limited disruption of service occurs.
- Describe how the Regional Operator envisions his/her role with the RWB, including how coordination will occur.



- Describe how the Regional Operator will assist the RWB to assume a stronger leadership role over the next two program years. Include the relationship between the Regional Operator, RWB, and the State. Describe how capacity building for the RWB will be provided.
- Discuss the Regional Operator's role with the DWD Regional Coordinator, including how coordination will occur.

Scoring of this criterion will be based on the following:

- How integration of services will occur through the Regional Operator's vision.
- How transition of counties into or out of new regional areas will occur to minimize the disruption of services to clients.
- How coordinating with the RWB will occur, including how the leadership role of the RWB will be enhanced over the next two program years.
- How coordination with the DWD Regional Coordinator will occur.

### **Program Management & Organizational Capacity (15 points)**

Applicants must demonstrate the capacity and capability of the applying entity to be a Regional Operator. The Region 5 RWB is interested in learning the organization's capacity to administer workforce development programs and program management capability. Towards that end, the State will be revising its system measures, developing real-time measures, and developing an automated case management system with reporting capability.

The applicant will:

- Describe the entity's ability, organizational capacity, and track record to administer workforce development services in each WorkOne and WorkOne Express sites located in Region 5. Identify a Regional Operator Director with whom the State and RWB will communicate. Provide the qualifications of the Director and other key staff members.
- Describe credentials and certifications for personnel related to the delivery of workforce or related services.
- Describe the entity's ability to enter participant data into an automated reporting system. Describe how data validation will occur.
- Describe how the workforce development system will be managed to meet performance, expenditure levels and enrollments.
- Describe how performance will be internally monitored and evaluated, and how program outcomes will be measured.
- Provide a copy of the most recent audit report done for the Regional Operator's organization/entity indicating its ability to administer workforce development services.
- Describe the Regional Operator's experience with reporting systems specifically with Department of Workforce Development (DWD) and other state/federal agencies and/or private sector entities.

Scoring of this criterion will be based on the following:

- The applicant's ability and capacity to administer workforce development services as the Regional Operator, including key staff qualifications.
- The applicant's experience and ability to enter participant and financial data into the automated reporting system.
- The applicant's ability to evaluate performance and measure program outcomes.
- The most recent audit report reflecting the applicant's ability to administer workforce development services.
- The experience in providing financial services for similar programs.
- Appropriate staff/organizational credentials and experience.

### **Outcomes (25 Points)**

The organization's success in administering workforce development programs can, many times, be reflected through the outcomes achieved in the region. The RWB is interested in learning about the achievements of the organization/entity. Such achievements may have been measured through contract payment points, achieving benchmarks, achieving or exceeding performance standards, and/or other methods.

The applicant will:

- Provide the outcomes achieved by the applicant. Workforce Investment Act outcomes are preferred but outcomes from other funding sources are acceptable.
- Describe corrective actions taken (either internal actions or actions required by a contracting entity) as a result of not achieving outcomes.

Scoring of this criterion will be based upon the following:

- The applicant's ability to meet and exceed planned outcomes.
- The most recent review of performance outcomes
- Results of corrective action plans (if needed).

### **Cost (30 Points)**

Specify the cost for the regional operator services using the Budget Estimate Worksheet included in this document along with a budget narrative describing costs.

Scoring on this criterion will be based on the following:

- Cost for the regional operator functions.
- Budget Estimate Worksheet and budget narrative and how you calculated those costs.

### **Quality & Creativity (10 Points)**

Identify workforce development needs that have not been addressed. Describe data that supports those needs. Discuss analysis of needs and trends that support your proposal. Identify potential or planned leverage of additional resources and funding.

Identify creative and innovative solutions you would employ to address the identified needs and trends. Explain how you would relate this analysis to your service provision plan.

Scoring for this criterion will be based upon the following:

- Identification of broad-based workforce development needs and trends.
- Creative/innovative proposals to address identified needs.
- Correlation of creative/innovative plans to service provision and outcomes

### **Matching Resources/Funds (5 Points)**

The provision of matching funds is not a requirement of this proposal. However, if the applicant has the ability to provide matching funds and is willing to provide an explanation of how those funds might be used by the RWB in improving and developing the workforce system in the region, the Review Committee will award bonus points. Up to 5 bonus points are available to be awarded for a proposal that discusses matching resources. The RWB will use the bonus points to make a final decision on applicants that are otherwise considered equal in their proposals.

Scoring for this criterion will be based upon the following:

- Value of matching resources committed by the applicant.

Attachment A

**PY2005 Funding by Workforce Region**

<b>County</b>	<b>SDA</b>	<b>PY 2005</b>	
		<b>Total \$</b>	<b>WIA %</b>
Boone County	Circle 7	\$83,476	0.207%
Hamilton County	Circle 7	\$295,674	0.734%
Hancock County	Circle 7	\$98,921	0.246%
Hendricks County	Circle 7	\$244,831	0.608%
Johnson County	Circle 7	\$349,113	0.867%
Madison County	Madison-Grant	\$1,194,803	2.967%
Morgan County	Circle 7	\$179,681	0.446%
Shelby County	Circle 7	\$137,157	0.341%
Region 5 without Marion County		\$2,583,656	6.416%

Attachment B

**Proposal Cover Page**

Regional Workforce Board, Region 5  
Proposal for Regional Operator Services

Date of Proposal \_\_\_\_\_

Proposing Organization Name:

Proposing Organization Address:

Federal ID Number:

Authorizing Organization Official

Typed Name:

Signature:

Signature Date:

Contact Person

Name:

Address:

Telephone Number:

Cell Number:

E-mail:

Attachment C

**Non-Collusion Affidavit**

Regional Workforce Board, Region 5

State of Indiana

County of \_\_\_\_\_

The respondent is hereby giving oath that it has not, in any way, directly or indirectly, entered into any arrangement or agreement with any other respondent or with any officer or employee of the Region 5 Workforce Board whereby it has paid or will pay to such other respondent or officer or employee any sum of money or anything of real value whatever; and has not, directly or indirectly, entered into any arrangement or agreement with any other respondent or respondents which tends to or does lessen or destroy free competition in the letting of the agreement sought for by the attached response; that no inducement of any form or character other than that which appears on the face of the response will be suggested, offered, paid, or delivered to any person whomsoever to influence the acceptance of the said response or awarding of the agreement, nor has this respondent any agreement or understanding of any kind whatsoever, with any person whomsoever, to pay, deliver to, or share with any other person in any way or manner any of the proceeds of the agreement sought by this response.

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Print or Type Name

Subscribed and sworn to me this day \_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
Notary Public

County of \_\_\_\_\_

Commission Expiration Date \_\_\_\_\_

Attachment D

**Assurances and Certifications  
Regional Workforce Board, Region 5**

The authorized representative agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Investment Act, Workforce Investment Boards, Regional Workforce Boards and any other applicable laws and regulations.

In addition, the authorized representative assures, certifies and understands that:

1. The proposing organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federal assistance programs.
2. The proposing organization possesses legal authority to offer the attached proposal.
3. A resolution, motion, or similar action has been duly adopted or passed as an official act of the organization's governing body authorizing the submission of this proposal.
4. A drug free workplace will be maintained in accordance with the State of Indiana requirements.

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Signature of Authorized Representative

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Print or Type Name

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Date

### Budget Estimate Worksheet

Line Item	Regional Operator				Match	Total Budget
	Board Staffing		One-Stop Operator Staffing			
	Program	Admin.	Program	Admin.		
Salaries						
Fringe Benefits						
Rent and utilities						
Furniture and equipment						
Office Supplies and postage						
Technology						
Staff Development and Travel						
Dues, Memberships, publications						
Contracts for board services						
Total						



## **Budget Narrative**

1. Describe how you will determine Regional Operator costs for any additional workforce development grants that may be received in the region.
2. Provide the hourly rate of pay or annual salary for each person assigned to this contract and the estimated percentage of each individual's time that he or she will perform work for the contract. Also indicate the number of hours or days of vacation that each staff person is permitted.
3. Indicate the benefit percentage and what benefits are included for staff.
4. Explain how you estimated rent and utility costs. Rent agreements in place for current WIB entities do not have to be assumed by the Regional Operator or Fiscal Agent.
5. Furniture and equipment of the current WIB entities will become the inventory for Region 5) and available for use by the Regional Operator. At this time, no direction has been provided by the state for how existing inventory will be re-allocated. Assume most of the current inventory will transition to the new region, and describe what additional or replacement costs you have included in your estimate.
6. Describe how you estimated supply and postage costs.
7. Explain your technology estimate, including software licenses, telephone, teleconferencing for RWB members, technical support, software updates, and internet access fees.
8. Explain how you arrived at the travel estimate, including purpose for travel (national conferences, seminars, statewide meetings, local meetings, staff development).
9. Explain how you arrived at your estimate and what memberships and subscriptions are anticipated.
10. If there are services that the Regional Operator intends to procure for the board rather than provide through its own staff (e.g., development of State of the Workforce Reports, retreat facilitation, special studies, etc.), please describe.
11. This item is intended to be the remaining funds for contracting to service providers. Explain how you arrived at your estimate.